

CAPACITY DEVELOPMENT AND SUPPORT PROGRAM (CDS)

QUARTERLY PROGRESS REPORT

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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AOR	Agreements Officer's Representative
APS	Annual Program Statement
CB	Capacity Building
CCP	Community Care Project Trust
CCYC	Community Child and Youth Care
CDS	Capacity Development and Support Program
CSC	Consortium Steering Committee
CSPE	Center of Support for Peer Education
CYCW	Child and Youth Care Workers
DSD	Department of Social Development
DVT	Data Verification Tool
ECD	Early Childhood Development
ECHS	Early Childhood Household Stimulation
FPD	Foundation for Professional Development
GBV	Gender-Based Violence
JGF	Joint Gender Fund
HIV	Human Immunodeficiency Virus
HPCA	Hospice Palliative Care Association
IT	Information Technology
KKC	Karen Krakowitzer Consulting
M&E	Monitoring and Evaluation
M2M	mothers2mothers
MER	Monitoring, Evaluation and Reporting
MERL	Monitoring, Evaluation, Reporting and Learning
NACCW	National Association of Child Care Workers
NDA	National Development Agency
NGO	Non-Governmental Organization
OD	Organizational Development
OVC	Orphans and Vulnerable Children
OVCY	Orphans, Vulnerable Children and Youth
PEPFAR	President's Emergency Plan for AIDS Relief
PMF	Performance Management Framework
SAG	South African Government
SASSA	South African Social Security Agency
SGJ	Sonke Gender Justice
SOW	Scope of Work
SRM	Sustainability and Resource Mobilization
TEC	Technical Evaluation Committee
TLAC	Tshwaranang Legal Advocacy Centre
TOR	Terms of Reference
TSI	Tshikululu Social Investments
UGM	Umbrella Grants Management
USAID	United States Agency for International Development
USG	United States Government
WSUF	Walter Sisulu University Foundation

PURPOSE AND STRUCTURE OF THE REPORT

This quarterly progress report is a reporting requirement established in the Cooperative Agreement between USAID and FHI 360. The report provides an overview of project activities and accomplishments that FHI 360's Capacity Development and Support project (CDS) has achieved from October 1 through December 31, 2014. The report is divided into the following sections:

Section 1: Introduction and Background gives an overview of CDS goals, strategies, and activities.

Section 2: Progress on Project Start up and initial Programing provides details related to the administration of the CDS project, focusing on staffing and stakeholder management and meetings.

Component 1 provides an update on **grants management and partner contracts**, as well as some programming that began in the reporting period.

Component 2 focuses on the project's achievements in the **institutional capacity development of indigenous organizations**.

Component 3 reviews CDS capacity development **assistance to SAG** with a focus on recruitment and placement of Technical Advisors.

Component 4 summarizes the project's **monitoring and evaluation** activities, with updates on evaluations and assessments.

Section 3: Provides a summary of **financial management data** for the period of performance, including expenditures during the inception period.

Section 4: Discusses **challenges** experienced during the reporting period.

Section 5: Presents a summary of **planned activities** for the next reporting period.

SECTION 1: INTRODUCTION AND BACKGROUND

Program Overview

This progress report covers the first quarter of FY 2015 (October 1 – December 31, 2014). The CDS project was awarded to FHI 360 by the United States Agency for International Development (USAID) on June 10, 2014 under Cooperative Agreement No: AID-674-A-14-00009. The five-year award focuses on developing the organizational management, technical capacity and sustainability of local non-governmental organizations (NGOs) and South Africa Government (SAG) departments, in order to sustain an improved, expanded, and country-led response to HIV and AIDS. CDS is managed and led by FHI 360 and implemented with support from consortium partners, Deloitte South Africa and Foundation for Professional

Development (FPD). CDS is designed to support the achievement of the goals in the President's Emergency Plan for AIDS Relief (PEPFAR) Partnership Framework Implementation Plan.

In addition to the consortium partners, FHI 360 works with the following sub-recipients to provide technical support:

Table 1: Technical Support Sub-recipients

Sub-recipient	Role of the partner on the CDS project
1. Hospice Palliative Care Association (HPCA)	Mainstreaming of HIV care and support
2. Sonke Gender Justice (SGJ)	Providing support in the promotion of gender equity
3. Tshikululu Social Investments (TSI)	Strengthening linkages among government, NGOs, and the private sector
4. Walter Sisulu University Foundation (WSUF)	Strengthening the capacity of nurses, social workers, and community-based health and social development workers

Geographic Scope

The CDS project is implemented in all nine provinces of South Africa.

Program Objectives and Components

The CDS project has the following strategic objectives:

- Support the provision of sustainable high-quality services in HIV and AIDS in South Africa through strategic approaches that address specific needs with practical and pragmatic business plans for implementation;
- Develop sustainable institutional capacity and increase the effectiveness of local partners to achieve expanded and high quality services;
- Strengthen the overall health and social services system; and
- Enhance local sub-partners' capacity in treatment, care (including support of orphans and vulnerable children), and prevention.

Project activities are organized by the following three major program components:

1. Grant award and management
2. Institutional capacity development of indigenous organizations
3. Capacity development assistance to SAG

Program Approach and Methodology

The CDS project utilizes a broad and flexible capacity strengthening methodology that incorporates a wide range of tools and approaches that are selected according to their

suitability to meet the needs of specific requests received from USAID and SAG. CDS has ensured accountability for results by developing meaningful indicators and benchmarks for measuring project outcomes and results. The CDS capacity development methods include the following:

- Standardized trainings fill universal capacity gaps among CDS sub-recipients and other NGO partners, incorporating competency-based training principles and follow-up support to ensure application of new knowledge.
- Tailored training is customized to focus on a department or organization's specific needs and challenges, and develops skills and competencies to address them effectively.
- Mentoring and coaching provides technical and functional specialists, whether through secondment or regular visits, to teach and support individuals and units within an organization to respond to current needs and challenges, and develop skills to analyze and respond to future needs and challenges independently.
- Communities of practice creates physical and virtual spaces for relevant stakeholders to discuss issues and challenges, share tools and resources, exchange information and lessons learned, and ultimately develop greater capacity for collective learning and problem solving.

Program Monitoring

The CDS program monitoring focuses on the following approaches:

- Measurement of program progress through the collection, management, analysis, and use of data, while also tracking progress on performance indicators for established targets.
- Provision of feedback for accountability, learning and quality through a range of activities and processes that encourage data use for timely, evidence-based decision-making.
- Data quality assurance through the use of a rapid validity check using the Data Verification Tool (DVT).

SECTION 2: PROGRESS ON PROJECT START UP AND INITIAL PROGRAMING

This section focuses on operational activities of the CDS project, such as staffing, grants management and partner contracts, including stakeholder management and meetings from October 1 through December 31, 2014.

i. Agreement Officer's Representative (AOR) Review Meeting

Following an initial meeting held in the previous quarter, a second meeting between the CDS team and the project AOR was held on October 14, 2014. The following topics were discussed as outlined in the table below.

Table 2: AOR Review Meeting Discussion Points

Discussion point	Outcome
OVC Database Training and Support	<ul style="list-style-type: none"> USAID will facilitate the transition of the orphans and vulnerable children (OVC) data base system from Pact to CDS before the end of March, 2015.
Technical Assistance to SAG	<ul style="list-style-type: none"> USAID will follow up with the Department of Social Development (DSD) Deputy Director General for Welfare Services and Chief Financial Officer regarding the early childhood development (ECD) TA position. CDS will develop a recruitment plan for the Technical Advisor of the DSD Minister and send to USAID for a review before submission to DSD. CDS to submit a selection memo for Isibindi TA to USAID on October 20, 2014.
Baseline Evaluations	<ul style="list-style-type: none"> CDS will develop the terms of reference (TOR) for baseline evaluations. The baseline evaluations will commence soon after the selected early childhood household stimulation (ECHS) sub partners are awarded. The baseline evaluations will be included in pre-orientation meetings with sub-partners so that they understand the process to be followed by early March 2015.
ECHS Sub-partners	<ul style="list-style-type: none"> ECHS partners to start implementation no later than February 13, 2014 and to report for at least 3 quarters (starting from mid-February).
Sustainability Transition Plans	<ul style="list-style-type: none"> The CDS project will take over the work started by Pact on Sustainability Transition Plans before the end of Fiscal Year 2015.
Sonke Gender Justice	<ul style="list-style-type: none"> CDS should contract Sonke Gender Justice for TA to selected NGOs in gender mainstreaming
CDS Cost-share Contribution (TOMS Shoes)	<ul style="list-style-type: none"> CDS was advised to consult National Association of Child Care Workers (NACCW) regarding their experience with TOMS Shoes.

ii. Staff Recruitment

During the reporting period, FHI 360 sustained its intense recruitment and hiring process for CDS staff. Out of the 26 positions in the recruitment plan for Year One, the project recruited for 12 positions. 7 additional staff members were hired during the reporting period, bringing the total number of CDS staff to 19, which is 73 % of the total positions in the recruitment plan for Year One.

Table 3 below summarizes the recruitment efforts in the quarter:

Table 3: CDS Staff Recruitment Status

Position	Roles and Responsibilities	Status
Monitoring & Evaluation (M&E) Director	The M&E Director will provide strategic direction, technical expertise and leadership in developing and implementing a comprehensive monitoring, evaluation and reporting (MER) strategy for the project. The strategy will encompass the entire M&E cycle from project design, implementation, applied research and evaluation in a systematic way. The M&E Director will provide guidance on capacity building strategies, systematizing data and information for strengthening informed management decisions, communication, advocacy and learning at all project levels of the CDS Program. In addition, the M&ER Director will coordinate and evaluation and research activities as requested by USAID.	Recruitment is in final stages with an anticipated start date of March 1, 2015.
Finance and Operations Director	The Finance and Operations Director will be responsible for the oversight of all financial, contractual and administrative management functions for the CDS project.	The Finance and Operations Director commenced work on December 8, 2014.
Training & Capacity Building (CB) Manager - Organizational Development (OD)	The Training & Capacity Building Manager - OD will be responsible for coordinating the OD technical assistance to sub-recipients and other local organizations as requested by USAID.	Recruitment is in the final stages with an expected start date of February 1, 2015.
M&E Capacity Building Manager	The M&E Capacity Building Manager will take the lead in providing capacity development support to NGOs and SAG units on strategic monitoring and evaluation systems.	Recruitment is underway with an anticipated start date of March 1, 2015.
M&E Data Quality & Reporting Manager	The M&E Data Quality and Reporting Manager will lead the development and implementation of a long-term data quality strategy based on analyzing reported data by NGOs, identifying quality gaps, and implementing reporting processes that track data improvements overtime.	Recruitment is underway with an anticipated start date of March 1, 2015

Senior Contracts & Grants Manager	The Senior Contracts & Grants Manager is responsible for the development, negotiation/review, compliance assurance, and records management of various contractual agreements under the project. In addition, s/he will provide overall leadership and technical assistance for grants management of sub-recipients while ensuring compliance with USAID rules and regulations.	Commenced work on November 1, 2014.
Technical Advisor: Isibindi	The Technical Advisor will provide strategic management and technical support to DSD on Isibindi Project over a period of 12 – 24 months to ensure its institutionalization and sustainability within DSD.	Commenced work on December 8, 2014.
Gender Specialist	The Gender Specialist provides strategic leadership in ensuring gender integration in all capacity development activities. S/he will provide technical input and guidance to NGOs and SAG, as needed, on gender mainstreaming in the planning, implementation, monitoring, evaluation, and reporting of their programs.	Commenced work on November 8, 2014.
Executive Assistant	The Executive Assistant provides management and administrative support to the Chief of Party.	Commenced work on November 1, 2014.
Administrative Assistant – CB	The Administrative Assistant – CB performs administrative and office support activities for the CB unit.	Commenced work on October 1, 2014
Administrative Assistant - M&E	The Administrative Assistant – M&E performs administrative and office support activities for the M&E unit.	Commenced work on October 1, 2014.
Driver 2	The Driver will be responsible for driving staff to meetings and coordinating activities.	Recruitment is in final stages with expected start date of February 1, 2015.

iii. Consortium Steering Committee (CSC) meeting

The first Steering Committee meeting was held on November 13, 2014. The purpose of the meeting was to launch the partnership with representatives from FHI 360, Deloitte Consulting and FPD. The CSC meeting serves as a platform for developing a collaborative working relationship to build unity of purpose in the implementation of the CDS project. During the meeting, the COP reported on progress made. There was consensus at the end of the meeting that CSC meetings should be scheduled every month to strengthen the partnership and use the forum for updates on progress being made in the various work streams of the project.

iv. ECD Donor and Development Forum

In the last quarter, the CDS team joined the ECD Donor and Development Partners Forum (ECD Donor Forum) which is coordinated by UNICEF. The purpose of the ECD Donor Forum is to: 1) facilitate co-ordination, collaboration and synergy between its members; 2) provide a consolidated voice for the ECD donor community; 3) strengthen collaboration between the donor community and SAG and ECD service delivery organizations; and 4) advance investment in the early years through quality ECD interventions.

On October 28, 2014 CDS hosted the ECD Donor Forum meeting at FHI 360 offices during which the following were achieved: 1) partners shared final feedback on the TORs, 2) the Department of Social Development briefed the Donor Forum on the progress regarding the development of an ECD Policy and Comprehensive Program, and 3) a database of the ECD Donor Forum members was updated and shared with all members.

Donors in attendance included representatives from the Department of Social Development, Jim Joel Fund, DG Murray Trust, Anglo American Chairman's Fund-Tshikululu Social Investments, UNICEF, Volkswagen South Africa, Oppenheimer Memorial Trust and National Development Agency (NDA). Each donor provided a brief update about their recipients and the programs they support. The CDS team will continue to actively participate in the forum's upcoming meetings and events. The next meeting will take place in February 2015.

v. Orphans and Vulnerable Children Conference

The CDS team participated in the PEPFAR USAID/South Africa OVC Partner's Meeting that took place November 25 – 26, 2014 in Pretoria. The purpose of the meeting was to bring all OVC implementing partners, the government, and other stakeholders together to share and discuss matters pertaining to strengthening OVC support going forward. USAID used this opportunity to provide guidance on key focus areas that will contribute to the reduction of new HIV infections in young, vulnerable populations and prevent AIDS related deaths among primary caregivers.

vi. National Child Care and Protection Forum

DSD and Children's Institute hosted a National Child Care and Protection Symposium from November 19 to 21, 2014 at O. R. Tambo Hotel. The purpose of the symposium was to facilitate joint dialogue between government and civil society on issues related to preventing violence against children and promoting best practices. The CDS team participated in this symposium which brought together key decision-makers in government and civil society to strategize how various role-players can work together to create a safer South Africa for children. Specific fundamental discussions focused on key child protection themes, emerging issues and how to prioritize prevention of violence against children were held.

The meetings reported above provided useful lessons for future and current programs.

Component 1: GRANT AWARD AND MANAGEMENT

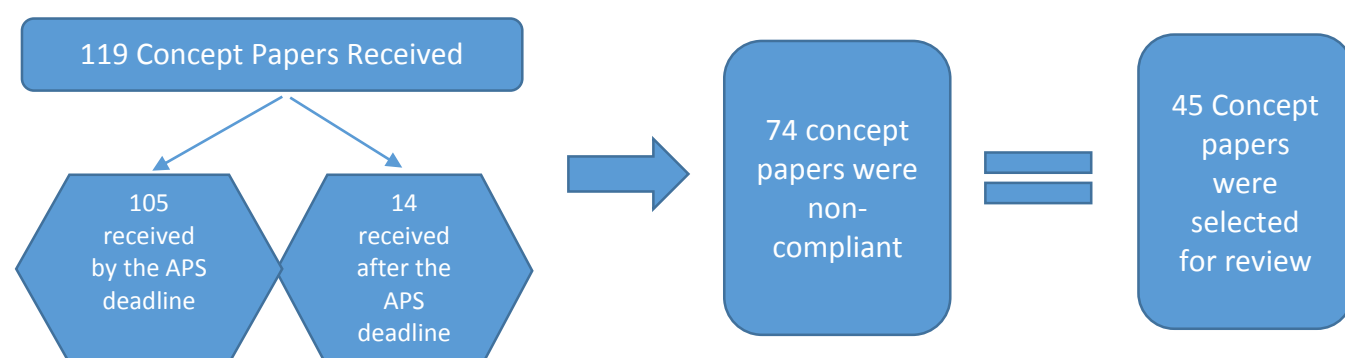
CDS collaborated with USAID in designing and managing the project's first competitive and transparent solicitation process to select the most appropriate NGO partner grantees.

Activity 1.1: Lead competitive solicitations for NGO partners

i. Early Child Household Stimulation (ECHS) Annual Program Statement (APS)

At the request of USAID, FHI 360 solicited applications from South African NGOs for grants in support of a three-year ECHS project. The ECHS APS, issued September 12, 2014, required applicants to participate in a two-tiered review process. Tier one consisted of an evaluation of concept papers to develop a shortlist of candidate NGOs. Finalists from tier one moved to tier two, which consisted of an evaluation of full applications.

During the tier one process, a total of 119 concept papers were received for the ECHS APS. All 119 applications were logged and assigned an identification number, and reviewed for compliance with the APS. Of the 119 concept papers received, 45 were selected for review as follows:



The 45 concept papers were selected for review by the following listed Technical Evaluation Committee (TEC) approved by USAID:

- Naletsana Masango, USAID
- Lauren Murphy, USAID
- Ruth Mufute, Chief of Party, CDS
- Christine Mbabazi, Training and Capacity Building Technical Manager, CDS
- Zanele Kunene, Training and Capacity Building Director, CDS
- Charles Mandivenyi, Monitoring and Evaluation Manager, CDS
- Alfonse Ndanga, Finance Technical Advisor, CDS
- Gill Naeser, ECD Specialist, CDS Consultant

The TEC reviewed the 45 concept papers at an offsite venue on October 15 and 16, 2014, culminating in a consensus meeting which was held on October 17, 2014. After a thorough

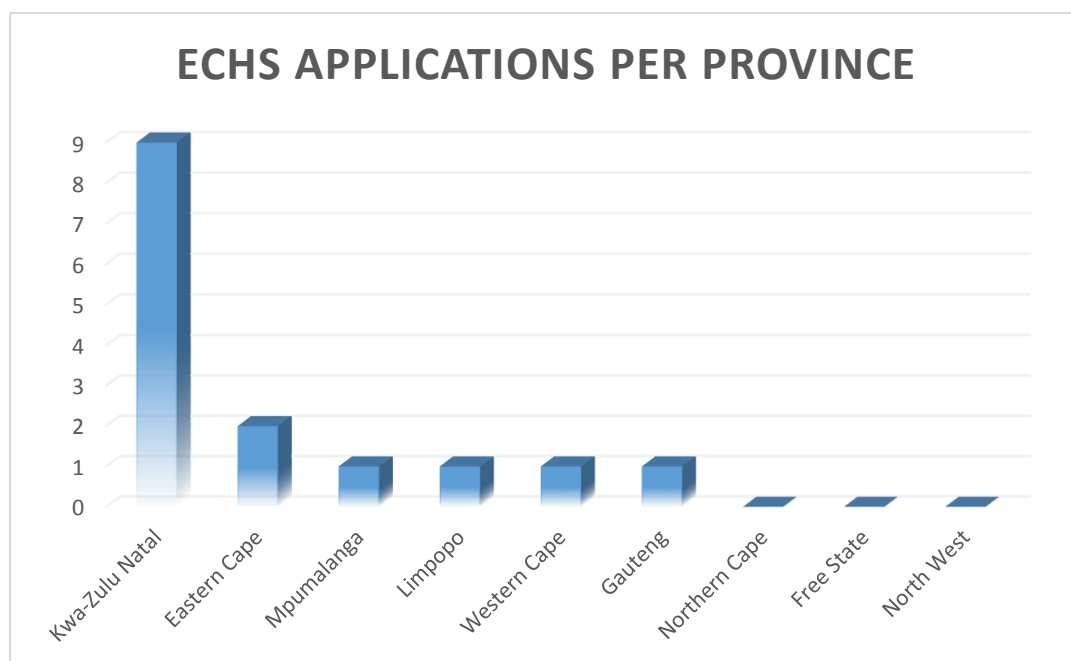
review by the TEC (using a review criteria demonstrated in Table 5 below), the following 15 applicants were invited to submit full applications.

Table 4: Shortlisted ECHS Organizations

Organization	Proposed Geographical Coverage	
	District	Province
Khululeka Community Education Development Centre	Chris Hani District	Eastern Cape
Unity in Africa Foundation	Cacadu District	Eastern Cape
The South African Red Cross Society	Ugu & Harry Gwala Districts	KZN
iThemba Projects	uMgungundlovu District	KZN
Clowns Without Borders South Africa	Ngaka Modiri Molema & Dr Ruth Segomotsi Mompoti Districts	KZN
The Valley Trust	eThekweni Metro	KZN
Kheth'Impilo AIDS Free Living	Amajuba, Ilembe, uMgungundlovu, eThekweni Metro	KZN
Sizabantu	Sisonke District	KZN
Community Care Project Trust (CCP)	uMgungundlovu District	KZN
Hope World Wide	Zandspruit (City of Johannesburg, Diepsloot), Cato Manor (eThekweni Metro)	KZN/Gauteng
Training and Resources in Early Education (TREE)	Ugu District	KZN
mothers2mothers	Nkangala District	Mpumalanga
NACCW	45 districts in all 9 provinces	National
Wozobona Early Childhood Community Service Group	Sekhukhune District	Limpopo
Foundation for Community Work	Cape Metro South, Central Karoo, Southern Cape & Overberg Districts	Western Cape

The top 15 shortlisted applications were grouped by geographic coverage as follows:

Figure 1 Shortlisted ECHS Applications by Province



Notification letters to the 15 shortlisted applicants inviting them to submit full applications were sent on October 20, 2014. The letters highlighted the strengths and areas of improvement that applicants needed to consider during the development of the full application. Letters to the 104 applicants who did not make the short list were sent on October 22, 2014.

In tier two of the application process, 13 of the 15 shortlisted applicants submitted their applications by November 19, 2014, 5:00pm deadline. An additional application arrived late, and one organization did not submit an application.

The full application review process followed the same process as the concept paper and the TEC was comprised of the same members.

All 13 applications were reviewed for compliance with the APS.

The TEC then reviewed and evaluated the 13 applications in accordance with the following evaluation criteria outlined in the APS:

Table 5: ECHS Application Evaluation Criteria

Evaluation Criteria	Points
Technical Approach	30
MER Capacity	15
Past Performance	15
Sustainability strategies	10
Institutional Capacity	15
Cost Analysis	15
Total	100 points

The TEC completed electronic score sheets for each of the 13 applications and ranked the organizations. With an aim of approving five applications, the TEC discussed the strengths, weaknesses and areas of consideration for the top seven applications, taking into consideration their overall score, the proposed geographical coverage for the applicant's ECHS program, and whether the organization will be able to show results within the first three quarters of the grant.

A summary of the scores for the top seven applications is listed as follows:

Organization	Proposed Geographical Coverage		Average Score
	District	Province	
Wozobona Early Childhood Community Service Group	Sekhukhune District	Limpopo	80.8
Kheth'Impilo AIDS Free Living	Amajuba, Ilembe, uMgungundlovu, eThekwini Metro	KZN	69.0
mothers2mothers	Nkangala District	Mpumalanga	62.5
Hope World Wide	Zandspruit (City of Johannesburg, Diepsloot), Cato Manor (eThekwini Metro)	KZN/Gauteng	61.8
Khululeka Community Education Development Centre	Chris Hani District	Eastern Cape	58.5
Foundation for Community Work	Cape Metro South; Central Karoo; Southern Cape and Overberg Districts.	Western Cape	58.4
The Valley Trust	eThekwini Metro	KZN	57.4

FHI 360 submitted the ECHS selection memo to USAID for AOR approval on December 11, 2014. AOR technical approval for the five grantees described below was received on December 19, 2014. Below is a summary of the profiles for the five selected grantees:

Table 6: Summary of Selected ECHS Applicants

Woz'obona (Sekhukhune Educare Project)
<p>Organisation Profile:</p> <p>Woz'obona Early Childhood Community Service Group is a registered South African non-profit organization based in Limpopo, Sekhukhune District. It has over 10 years of experience in the provision of social protection for orphans and vulnerable children, early childhood development (ECD), and strengthening the capacity of household and communities to care for the children. Woz'obona will utilize innovative methods to achieve the desired ECHS results, including focused strategies that will address the needs of expecting mothers, children with disabilities, and special needs of OVC, as well as the involvement of men in caring and supporting their spouses and stimulation of children.</p> <p>Woz'obona is led by a board of directors comprised of five individuals who have a wide range of expertise and experience in development work. In addition, it has three experienced management staff that will be supporting the ECHS project.</p>
Kheth'impilo AIDS free Living
<p>Organisation Profile:</p> <p>Kheth'impilo AIDS free Living is a South African not-for-profit organization established in 2011, and registered as a Public Benefit Organization. It provides health systems strengthening and technical support to the SAG for the delivery of HIV related treatment, care and support. It employs over 1,400 staff members nationally and provides direct service delivery to more than 349 clinics in 4 provinces (Eastern Cape, KwaZulu-Natal and Mpumalanga and Western Cape). Kheth'impilo AIDS free Living has been delivering community based ECD program in Umgungundlovu, Amajuba, Ilembe and Ethekwini district in KZN, Enhlanzeni in Mpumalanga and the Cape Metropole. Its activities will include the Circle of Support concept, strong linkages to referral systems, and the deployment of field-based auxiliary social workers to meet ECHS objectives.</p>
mothers2mothers (m2m)

Organisation Profile:

m2m is a South African non-profit organization headquartered in Cape Town with implementation sites in Mpumalanga province. It has 12 years of experience in the design and implementation of high quality, scalable and replicable direct service delivery of peer-based prevention of mother-to-child transmission (PMTCT) and maternal, new born, child and women's health (MNCWH). m2m supports education and psychosocial support to pregnant women, new mothers, male partners and communities. m2m also provides capacity building support to the South African government to institutionalise and scale-up peer education and psychological support services for PMTCT/ MNCWH, resulting in improved child and maternal health outcomes. m2m activities will include high intensity peer-based support at three levels, and address issues related to OVC, including HIV infected, exposed and affected children. It will also bring a focus on pregnant mothers, men as partners, and integrate activities that address TB, gender based violence and substance abuse.

HOPE Worldwide South Africa**Organisation Profile:**

HOPE Worldwide South Africa is a non-profit organization with a mission to transform lives of vulnerable children, their household and communities through compassion, collaboration and capacity. In the past five years it supported activities at child, family and community level to promote effective and sustainable solutions to address needs to OVC and their families. This has been achieved through ECD, social protection, human capacity development and community strengthening systems. HOPE Worldwide's proposed activities will include strong collaboration with community structures, other NGOs and government departments and are well aligned to the National HIV and AIDS Strategy and the PEPFAR OVC guidelines and priorities.

Valley Trust**Organisation Profile:**

Valley Trust is an NGO that has been in existence since 1953. It works very closely with communities to empower them to take responsibility for improving their own health and quality of life. Valley Trust employs a holistic framework to support infants, in and out of school- age children and adults within communities. Its interventions specifically focus on care and support for OVC, HIV prevention, gender mainstreaming and household economic strengthening. Valley Trust will implement integrated evidence-based activities including community integrated management of childhood illness (CIMCI), promotion of savings linked to income generating activities, family literacy and male involvement.

Notification letters were sent to each of these organizations on December 22, 2014. The letters included proposed dates for the pre-award assessments, which will be completed by

January 16, 2015. Following the completion of successful pre-award assessments, individual meetings will be held with the selected organisations during the week of January 19 - 23, 2015 to address specific proposal considerations and recommendations, in order to finalize their technical approach and budget by January 26, 2015. Progress on the grant issuance will be reported in the next quarter.

ii. TLAC unsolicited proposal

TLAC requested funding from CDS for a project entitled “Community Response Addressing Violence against Women” in the Ga-Segonyana local Municipality of the Northern Cape Province. The project has a research component that aims to determine a relationship between alcohol abuse and violence against women, and also includes a community-based approach to address alcohol-related violence against women. The proposal has two phases: the first phase is a situational analysis aimed at understanding the magnitude of alcohol abuse and violence against women; the second phase is aimed at developing and piloting a community-based approach to address alcohol related gender based violence (GBV). To ensure submission of a high quality proposal to USAID, CDS provided extensive technical assistance to TLAC on research methodology, implementation of the pilot phase, and budgeting.

USAID Approval: A request to fund TLAC’s project through an unsolicited proposal was submitted to USAID at the end of the last quarter and feedback was received October 8, 2014. The revised proposal was submitted to USAID on October 27, 2014. USAID approval of funding was received from the AOR on November 14, 2014.

TLAC Pre-award Assessment: Following receipt of USAID approval, the CDS team conducted a pre-award assessment on November 21, 2014. The assessment considered the organization’s ability to:

1. Manage and account for the funds that CDS will award through a standard grant agreement and
2. Comply with the terms and conditions of the standard grant agreement.

The assessment was also an opportunity to inform the organization of FHI 360’s accounting record expectations and requirements. The pre award assessment findings indicated that TLAC is a low risk organization, and therefore FHI 360 is proceeding with issuance of the standard grant.

Management Oversight: A management oversight meeting with USAID, Joint Gender Fund (JGF), CDS and TLAC was held on December 12, 2014. JGF also provides funding to TLAC which makes it necessary to coordinate on a number of management issues. The meeting was attended by USAID Gender Advisor, JGF Consultant Manager, TLAC and FHI 360 staff. The purpose of the meeting was to discuss: 1) the joint funding processes by USAID and JGF 2) Streamlining of technical support for TLAC and 3) dual reporting requirements. Outcomes of the discussions were as follows:

Table 7: TLAC Management Meeting Discussion Points

Discussion point	Outcome
Alignment of reporting	<ul style="list-style-type: none"> Consideration for the alignment of reporting timelines to synchronize submission of deliverables was made. TLAC was advised to submit programmatic reports to both CDS and JGF on a quarterly and bi- annually basis.
Financial support	CDS will disburse funds to TLAC on a monthly basis using the cost reimbursable approach.
Program oversight	<ul style="list-style-type: none"> Both CDS and JGF will provide program oversight for TLAC. Both partners will work collaboratively in conducting management meetings, site visits, monitoring and evaluation and sharing of reports, assessment findings and other resources.
Finalization of the proposal	<ul style="list-style-type: none"> TLAC was advised to revise the program description, clarify year one activities and align them to the budget, strengthen sustainability strategies and clarify the working relationship with proposed partners.
Work plan for the next quarter	<ul style="list-style-type: none"> Activities and timelines for the next quarter were drawn up. Progress on these will be shared in the subsequent report.

Activity 1.2: Sub-award Administration and Monitoring

i) FPD Contract

A post-award kick-off meeting was held with FPD, on October 7, 2014, following the execution of a cost reimbursable contract on September 9, 2014. During this meeting FHI 360 provided an overview of FPD's contract, and the work plan and budget for Program Year 1 was discussed. Communication protocols, roles and responsibilities of FPD staff to be seconded to the CDS project were also discussed and determined.

ii) Deloitte Contract

Deloitte provides financial management capacity development to targeted NGOs in collaboration with the CDS finance capacity building team. A fixed-price contract was issued to Deloitte and was fully executed on November 3, 2014. The contract is issued for Program Year 1 of the CDS Project and includes clear deliverables to be achieved through this period, including the following:

Deliverable	Projected Due Date
Desk top analysis of financial management curricula utilised by NGOs and financial management focus areas from previous capacity development projects	8 December 2014
Financial management capacity assessment tool	31 December 2014
Financial capacity building curricula content and mentoring and coaching tools conceptual designs	31 January 2015
Financial capacity building curricula manuals	28 February 2015
Situational analysis and needs assessment reports for 5 identified grantees	31 March 2015
Gap analysis reports and capacity building action plans for 5 identified grantees	15 April 2015
Final financial capacity development curricula, manuals and mentoring and coaching tools	30 April 2015
Training workshop reports and reports on technical assistance provided to 5 identified grantees	30 September 2015

A post-award kick-off meeting was held on November 13, 2014. During this meeting FHI 360 provided an overview of Deloitte's contract, the due dates for Project Year 1 deliverables were confirmed, and the communication protocols were determined. The achievements so far are further elaborated in this report under component 2.

iii. Sonke Gender Justice

In October 2014, CDS received a request from USAID to work with SGJ in providing technical support to identified NGOs on gender mainstreaming. The USAID Gender Advisor met with the CDS team and SGJ staff on November 14, 2014. The purpose of the meeting was to discuss parameters for the scope of work to be assigned to SGJ. During the meeting, it was agreed that SGJ will focus on the tasks listed below:

1. Review CDS baseline and capacity assessment tools and reports;
2. Develop/adapt curricula and training materials on gender mainstreaming and integration into existing HIV and AIDS programs;
3. Assist with building capacity of organizations to develop programs from a gender-sensitive lens, incorporating necessary gender analyses to guide programming outcomes;

4. Assist with identification/development of key gender performance indicators and tools to enable organizations to assess and report on the progress of mainstreaming gender within their projects; and
5. Develop a CDS Gender Integration Framework to facilitate implementation of gender integrated HIV and AIDS programs in the South African context.

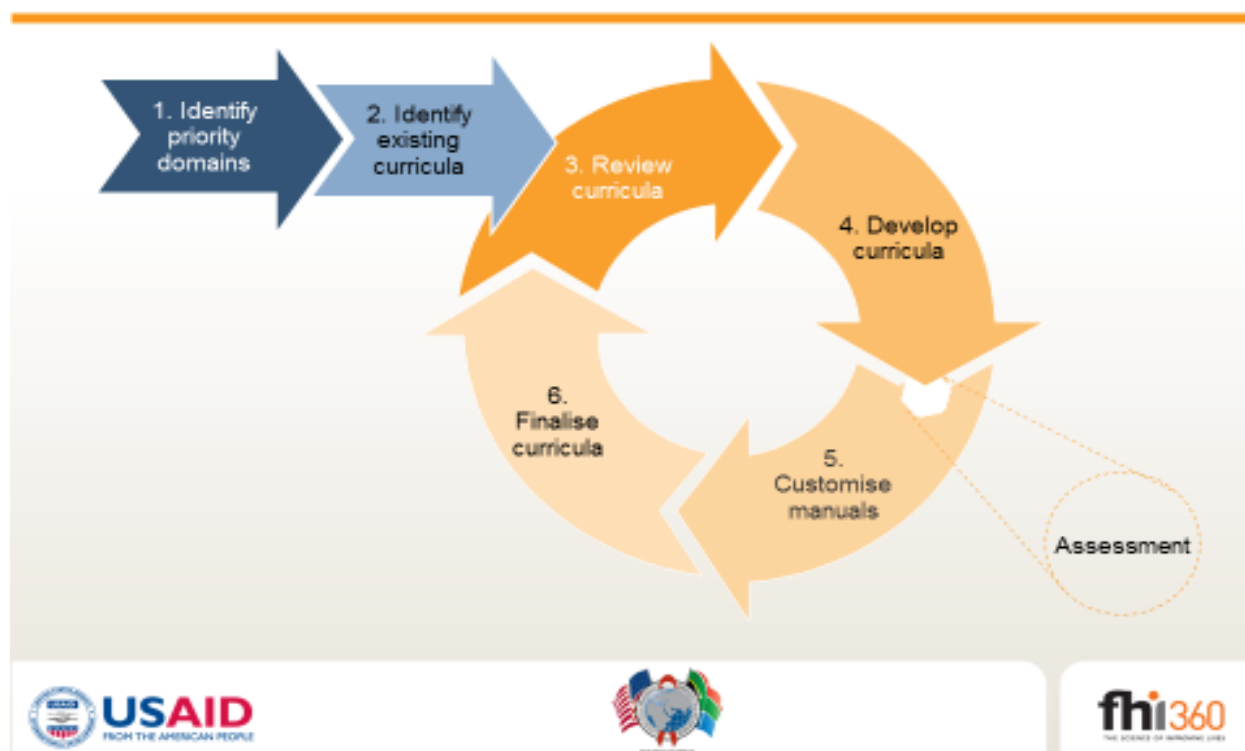
Based on the discussion with USAID and SGJ, CDS developed a detailed scope of work (SOW) which was shared with SGJ on November 25, 2014. A follow up meeting between CDS and SGJ to discuss the SOW was held on November 27, 2014 in Braamfontein, Johannesburg. At this meeting, it was agreed that SGJ would submit a proposal to CDS by December 5, 2014. The process of contracting SGJ to undertake the proposed work will be reported in the next quarter.

COMPONENT 2: INSTITUTIONAL CAPACITY DEVELOPMENT OF INDIGENOUS ORGANISATIONS

Activity 2.1 Curricula Development Process and Workshop

This quarter CDS launched a process model to develop a full suite of capacity development curricula tailored to the South African NGO context (See Figure 2). This cyclical process consists of six interdependent steps that will enable CDS to develop a next-generation capacity strengthening curricula for sub-recipients and other NGOs in South Africa. The process started this quarter with two preparatory steps to identify priority domains and existing curricula and training materials. The latter four steps are interactive and inter-reliant and were started this quarter and will continue to be implemented throughout the project implementation phase. These steps, particularly the steps on curricular review and customization, will be reexamined at the beginning of each capacity building cycle with a new cohort of sub-awardees.

Figure 2: Curricula Development Process



Step 1: Identify priority domains

In Step 1, a desk-top review of existing capacity assessment reports was conducted to identify priority organisational development domains that represent areas of need and challenges encountered by NGOs. Several capacity assessment reports from various capacity building organisations internationally and nationally were reviewed and the following six priority domains were identified:

- Governance
- Financial management
- Human Resources management
- Strategic planning/leadership
- Community visibility/networking
- Monitoring and evaluation

A final report was compiled capturing the methodology used, types of reports reviewed, findings and recommendations. The identified domains informed the curricula development processes and helped to prioritize specific areas that need attention.

Step 2: Identify existing curricula

CDS identified existing curricula in the priority domains from other FHI 360 capacity building projects (such as the previous Umbrella Grants Management (UGM), Capable Partners – Mozambique, other curricula developed by FHI 360 headquarters) and other national and international capacity building organizations. A similar exercise was followed by FPD and Deloitte. A list of existing curricula and training materials was then compiled and the materials were distributed to the CDS team for review as captured in Step 3 below.

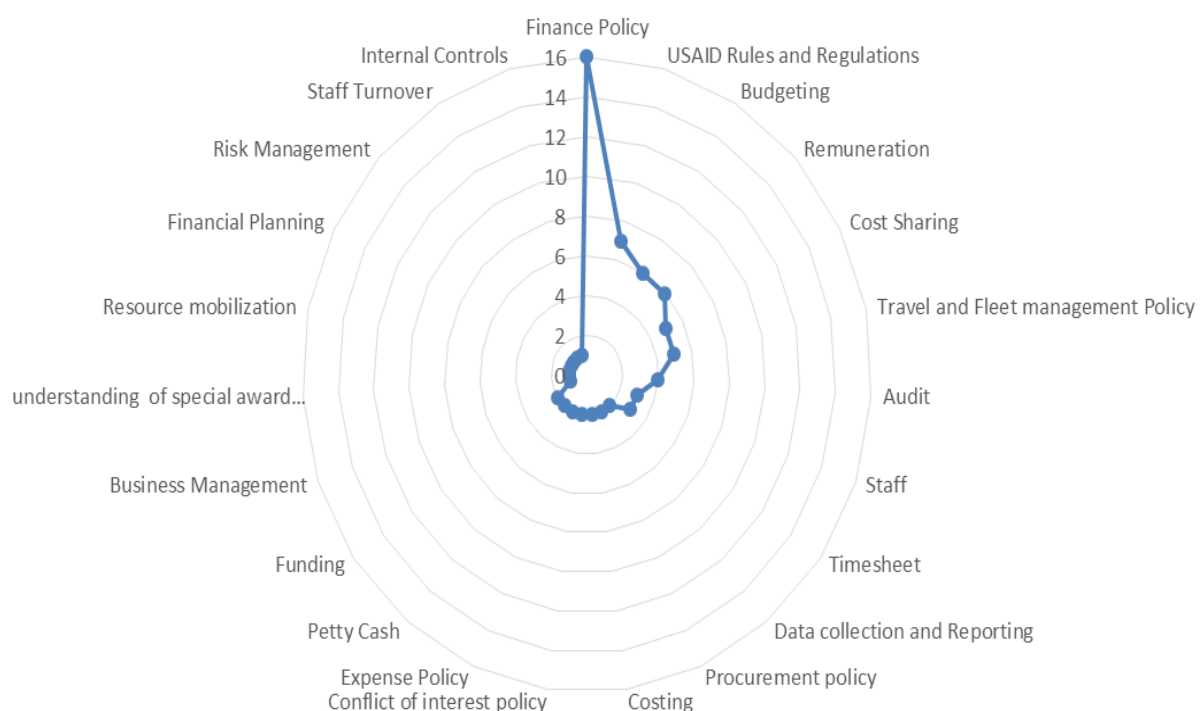
Step 3 and 4: Review and develop curricula

The process of curricula review was two-pronged. Preliminary review of curricula and materials identified in Step 2 was firstly done by CDS subject matter experts. The review identified strengths, weaknesses and areas of improvement in relation to each approach, methodology, scope and level of the content.

In addition the finance and capacity building team performed a desk top analysis of what were the key financial management issues that had arisen in previous capacity development initiatives. In addition, they performed a high level review of existing financial management curricula utilized by South African NGOs in order to document how different curricula were structured, and what financial management sections or content were covered within each. This analysis will be used to inform the process of developing the curricula under the CDS project. A similar process will be done on other domains during the next reporting period.

The diagram below is an 'Issue Wheel' illustrating the key financial management issues documented in previous projects, weighted by the number of times a particular issue was documented.

Figure 3 Issue Wheel



CDS hosted a three-day workshop on December 9 – 11, 2014 facilitated by capacity building experts from FHI 360 Headquarters, based in Washington DC. The workshop was attended by 15 CDS technical and management staff including representatives from the consortium partners, FPD and Deloitte. The objectives of the workshop were to a) finalize and develop a plan for the curricula development process; b) finalize criteria for curricula review and lastly c) identify gaps and learner outcomes per domain that will guide curricular and material development.

Several recommendations emerged and decisions were taken which mainly focused on creative ways of developing curricula for the different domains. These are:

- The domains initially suggested in Step 1 above; were expanded to include sustainability and gender as cross-cutting domains and will be integrated into each domain.
- Learner outcomes were identified under each priority domain at different levels of learning. This initiated the process for the development of comprehensive and holistic curricula outlines and capacity building materials.
- Curricula needs to be linked to effective programming and improving service delivery.
- The focus should be on innovation and ensuring that the materials can be used for all capacity building interventions such as training and technical assistance.
- Materials should be streamlined and integrated to avoid overwhelming partners with training.
- Materials should be useful, practical and relevant to partners.

The quest for a harmonized framework for the outline of training materials for the CDS project became apparent during the workshop. It was subsequently recommended that a standardized framework for the anticipated CDS training materials, including facilitator and learner guides, online resources, and any other relevant resources be utilized for the development of the full suite of CDS capacity development curricula.

Step 5 and 6: Customize manuals and finalize curricula

Step 5, which focuses on customizing curricula will be informed by the capacity assessment findings of sub-recipients that will take place in March 2015. Step 6 on finalizing curricula will be done after the materials are piloted in the next reporting period. Progress on these two steps will be discussed in the next report.

Activity 2.2: Development of Capacity Assessment Tools

In preparation for capacity assessment of the ECHS sub-recipients, CDS started a process of developing capacity assessment tools on organizational development and technical capacity. These tools will be used to assess the organizational development and technical capacity of each sub-awardee and the results will inform the development of capacity development plans. A desk-top review was conducted to identify relevant and suitable tools. Similar to the process described above to develop capacity development curriculum; CDS reviewed assessment tools from other FHI 360 capacity building projects (internationally and

nationally) and from its consortium partners, FPD and Deloitte. A brief report was compiled listing all tools reviewed, strengths and weaknesses of each tool and recommendation on the suitable tool.

In addition the finance and capacity building team, including Deloitte, is in the process of developing financial management capacity assessment tools to perform the baseline financial management assessments for the sub-recipients. An analysis was performed and both internal and external financial assessment frameworks were identified for possible use. These frameworks were evaluated, compared and compiled into a single overarching framework resulting in one assessment tool. The tool covers five broad assessment focus areas: accounting procedures, internal controls, general financial management, policy environment, and sub-grant management. The assessment tool has been designed to incorporate a rating system and a comments section which is useful to perform gap analysis and develop capacity building action plans. The diagram below illustrates the pictorial view of the executive summary.

Figure 4 Executive Summary Page of the Financial Management Electronic Assessment Tool



Progress on conducting these financial assessments will be further discussed in the next report.

Activity 2.3: Sustainability and Resource Mobilization (SRM) support

This quarter, USAID requested CDS to continue with the capacity development work started by Pact on sustainability, including the transition of 12 orphans, vulnerable children and youth (OVCY) partners funded by USAID. The following OVCY partners were transitioned to receive sustainability support under CDS this quarter:

Table 8: OVCY Partners Transitioned to CDS

Name of Organisation	City of Origin
1. Child Welfare Free State	Bloemfontein
2. Childline Limpopo	Polokwane
3. Childline Mpumalanga	Nelspruit
4. Children in Distress Network	Pietermaritzburg
5. Youth for Christ	Pietermaritzburg
6. Community Care Project	Pietermaritzburg
7. Lifeline	Pietermaritzburg
8. Future Families	Pretoria
9. HIVSA	Johannesburg
10. National Association of Child Care Workers	Cape Town
11. Networking HIV, AIDS Community of South Africa	Cape Town
12. Regional Psychosocial Support Initiative	Johannesburg

In response to this request, CDS met with Pact on October 22, 2014 to discuss the status of the work done with the 12 OVCY partners. Pact orientated CDS on the work done by Karen Krakowitz Consulting (KKC) under their project, and highlighted the strengths, areas of improvement, and outstanding work that still needs to be done. A follow-up meeting was held with KKC on October 27, 2014 to determine the outstanding work from PACT and the possibility of a new partnership with CDS. It was determined that KKC will compile a write-up on the sustainability planning process that remains for these organizations, which will form the basis of a SOW between CDS and KKC.

KKC will be expected to assist the 12 OVCY partners mentioned above to plan for sustainability in a holistic manner at the organizational level, building on the transition plans developed in the previous KKC contract with Pact.

The SOW focusses on the following objectives:

- Develop a sustainability assessment tool to administer to the 12 mentioned OVCY partners;
- Apply the assessment tool to the 12 OVCY partners and conduct a gap analysis to identify and prioritize the organizational developmental domains needing capacity building;
- Develop the capacity development plan in collaboration with the partner organization by utilizing the sustainability assessment and gap analysis report;
- Develop training materials and guide that will be used for capacity building interventions on sustainability; and

- Develop performance indicators and tools to measure outcomes of the sustainability process.

KKC submitted a final SOW and budget on December 5, 2014 which was approved in principle by CDS. FHI 360 is in the final stages of contracting KKC as a service provider. Progress on this contract will be reported in the next reporting period.

COMPONENT 3: CAPACITY DEVELOPMENT ASSISTANCE TO SAG

In response to component 3 on capacity development assistance to SAG, USAID requested the recruitment of Technical Advisors to be seconded to DSD.

Activity 3.1: Recruitment and Placement of SAG Technical Advisors

iv. Technical Advisor for the Isibindi Project to DSD

USAID and DSD requested CDS to provide a Technical Advisor for the Isibindi Project within DSD in July 2014. The Isibindi project is a model responding to the holistic needs of children and youth who are vulnerable and at risk of HIV/AIDS. It is aimed at building the capacity of community child and youth care (CCYC) workers. The role of this Technical Advisor is to provide strategic management and technical support to DSD to roll-out the Isibindi Project.

From the interviews conducted in September 2014, a successful candidate was identified and a selection memo was compiled and submitted to USAID on October 21, 2014. USAID granted its approval on October 28, 2014. In preparation for this appointment and secondment to DSD, a Letter of Announcement to DSD was submitted to USAID on November 10, 2014 and a meeting was held with the DSD Director: Orphans and Vulnerable Children (OVC) on November 28, 2014. The meeting clarified the roles and responsibilities of DSD and FHI 360 on technical monitoring, contractual oversight and management, travel and logistic support, orientation and induction of the Technical Advisor.

On December 8, the Technical Advisor assumed official duties as an employee for CDS and was placed in DSD on December 17, 2014. The Technical Advisor attended orientation sessions on December 9 and 10, 2014. The first orientation session was offered by FHI 360 on December 9 and covered FHI 360 policies, practices and projects. The policies and practices were on human resource management, information technology, time-sheet management, procurement and travel. The second session was conducted in collaboration with DSD on December 10, 2014 and the Technical Advisor was introduced to and welcomed by the Deputy Director General for Welfare Services and Chief Director for Children. A formal meeting consisting of five people, including three from DSD and two from FHI 360 followed, during which a number of topics were discussed as outlined in the table below.

Table 9: DSD and CDS Meeting Discussion Points

Discussion point	Outcome
Progress on the Isibindi Project	<ul style="list-style-type: none"> • The Technical Advisor will draft a three year project plan for 2015 – 2017 by January 30, 2014 • The Technical Advisor will develop a one year work plan covering the period December 2014 – November 2015 by January 15, 2015
TOR on the Isibindi Project Technical Advisor	<ul style="list-style-type: none"> • CDS will revise the TOR for the Technical Advisor according to DSD inputs by December 15, 2014
Performance Management Framework (PMF) for technical assistance to SAG	<ul style="list-style-type: none"> • CDS will present the PMF to DSD in January 2015 • CDS will conduct monthly management meetings with DSD on the progress and impact of the technical assistance provided • CDS will conduct weekly meetings with the Technical Advisor to provide management and technical oversight
Communication Protocol	<ul style="list-style-type: none"> • Technical Advisor for the Isibindi Project will report to the Director for OVC at DSD and to the Director of Training and CB at FHI 360
Dispute Resolution	<ul style="list-style-type: none"> • In an event of the dispute and when all efforts are exhausted to solve the problem with the direct supervisors mentioned above, the Technical Advisor can escalate the dispute to the Chief Director for Children at DSD and the Chief of Party for CDS at FHI 360
Logistics and Travel Support	<ul style="list-style-type: none"> • The Technical Advisor will take occupation of a DSD office as from December 17, 2014 • DSD will provide cell phone allowance of about R500 – R600 per month to the Technical Advisor for airtime • DSD will only organise travel arrangements for the Technical Advisor that are done at short notice. Other travel arrangements and subsistence allowance will be organized by FHI 360

v. Technical Advisor on ECD to DSD

CDS also received a request from USAID and DSD to recruit an ECD Technical Advisor to be seconded to DSD. The Technical Advisor will report to the Deputy Director, Welfare Services and will work closely with the Chief Director for Children. The Technical Advisor will report to the Chief Director: Children at DSD. CDS met the Chief Director: OVC on November 20 and December 10, 2014, respectively, to discuss and facilitate the approval of the proposed SOW for the Technical Advisor. CDS was still awaiting DSD's feedback and approval of the TOR by the end of this reporting period. Progress on the secondment of this Advisor will be reported in the next reporting period.

vi. *Technical Advisor on Child Welfare and HIV and AIDS to the Minister of the DSD*

In response to the request at the end of September 2014 by USAID to recruit a Technical Advisor on Child Welfare and HIV and AIDS for the DSD Minister's Office, CDS developed the TOR and submitted to USAID on October 18, 2014. The primary purpose of this position is to strengthen HIV and AIDS programs for children by applying evidence-based approaches in the department and its entities such as NDA and the South Africa Social Security Agency (SASSA). To facilitate the approval of the TOR, CDS met with the Chief Director in the Minister's Office on December 10, 2014. DSD's feedback and approval of the TOR was still awaited by the end of this reporting period. Progress on the placement of this Advisor will be reported in the next reporting period.

COMPONENT 4: MONITORING, EVALUATION, REPORTING AND LEARNING

Activity 4.1: Year One Implementation Plan and M&E Plan

During the period under review, the project AOR partially approved the year one implementation and M&E plans, providing approval only through March 2015. Since the project was in start-up phase with a lot of emerging activities, this six month period would allow time for the project activities to become more developed and concrete, and the CDS project was advised to review and update these plans for the remainder of the FY 2015 to be submitted to USAID in March 2015.

Activity 4.2: Vhutshilo Curricula Evaluation

To inform evidence based sexual reproductive and HIV prevention programming for adolescents, USAID requested the CDS team to collaborate with Center of Support for Peer Education (CSPE) on the development of SOW for evaluating the implementation of the Vhutshilo 1 and 2 Curricula. Vhutshilo 1 focuses on prevention, risk reduction, psycho-social support, identity and sense of belonging for 10 -13 olds. Vhutshilo 2 focuses on the same areas for 14 -16 year olds. USAID approved the TORs on October 29, 2014. Following USAID approval, CDS put out an RFP on the SANGONET website and in the Mail and Guardian, yielding three proposals that met the RFP requirements. Progress on the procurement and conduct of the evaluation will be reported in the next quarter.

Activity 4.3: ECHS Baseline Assessment

As a critical component of the project, CDS developed a SOW to conduct the baseline assessment of the Early Childhood Household Stimulation (ECHS) Project to be implemented by the selected five NGOs selected and reported in Component 1 section. The purpose of the baseline assessment is to provide detailed baseline data on key ECHS project indicators that will enable a better understanding of the prevailing conditions and perceptions of the project's populations in the implementation areas. In addition, the assessment will serve as a point of comparison for future final evaluations. Results will be used to further refine project

targeting. The baseline assessment is designed as the first step in a two-part evaluation, with the final evaluation as the second step. The baseline assessment SOW which was approved by USAID was advertised in the Mail and Guardian and the SANGONET website. The baseline assessment will be conducted from February through March 2015. Progress on the procurement and conducting of the baseline assessment will be reported in the next quarter.

Activity 4.4: OVC database training and future support

In response to USAID's request to take over the management of the OVC Database from Pact in order to support USAID's OVC partners, CDS met with Rob Cairns, the developer of the USAID OVC Database and the Community Based Intervention Monitoring System (CBIMS) Desktop on December 8, 2014. The purpose of the meeting was to jointly map out specific database support needed for the OVC partners in 2015. Based on this meeting the developer reached out to OVC partner organizations from December 12 – 18, 2014 to get a sense of their database challenges and technical assistance needs, which will be the basis for the development of a SOW for the developer. Progress on the SOW development and contractual finalization will be reported in the next quarter.

SECTION IV: CHALLENGES

Programmatic challenges

TLAC: Issuance of the award to TLAC was delayed to accommodate further revisions of the proposal by TLAC. The issuance of the award is being fast-tracked to ensure the TLAC grant agreement is in place by February 1, 2015.

SGJ: Delays in the submission of the proposal by SGJ to CDS has hindered the finalization of the scope of work. A follow up with SGJ was made. The organization committed to submit the proposal mid-January 2015.

Capacity Development Assistance to SAG: DSD delayed in approving the TOR for Technical Advisors for ECD and Children's Welfare in the Minister's Office, which protracted the recruitment and placement of Technical Advisors at the department. CDS will make a follow-up directly with the relevant government officials to facilitate approval of the TOR and placement of the Technical Advisors.

SECTION V: PLANNED ACTIVITIES FOR THE NEXT REPORTING PERIOD

The table below outlines the project activities planned for the next quarter, organized by the five project components in the Year One Implementation Plan.

Table 11: Planned Activities for the Following Quarter

Project Components	Activities	Timeline (2014)
COMPONENT 1: GRANT AWARD AND MANAGEMENT	<ul style="list-style-type: none"> • Conduct pre-award assessments of 5 selected ECHS grantees 	January
	<ul style="list-style-type: none"> • Conduct proposal negotiations with 5 selected ECHS grantees 	January
	<ul style="list-style-type: none"> • Issue Standard grant agreements to 5 selected ECHS grantees 	February
	<ul style="list-style-type: none"> • Conduct post -ward orientation workshop for the ECHS grantees 	February
	<ul style="list-style-type: none"> • Issue Standard grant agreement to Tswaranang Legal Advocacy Centre (TLAC) 	February
	<ul style="list-style-type: none"> • Complete the process for issuing a sub award to Sonke Gender Justice 	February
	<ul style="list-style-type: none"> • Ongoing sub-award management 	January - March
COMPONENT 2: INSTITUTIONAL CAPACITY DEVELOPMENT OF INDIGENOUS ORGANIZATIONS	<ul style="list-style-type: none"> • Finalize the development of capacity assessment tools on financial management, technical, program planning and design, MER, sustainability and gender mainstreaming 	January
	<ul style="list-style-type: none"> • Finalize and pilot the curricula on governance, gender mainstreaming, human resource management, leadership, financial management and sustainability 	February
	<ul style="list-style-type: none"> • Finalize and pilot capacity assessment tools on organizational development and technical areas 	March
	<ul style="list-style-type: none"> • Conduct capacity assessments on organizational development and technical areas with 6 sub awardees 	March
	<ul style="list-style-type: none"> • Conduct capacity assessment on the sustainability of 12 OVCY partners funded by USAID and compile relevant reports 	January
	<ul style="list-style-type: none"> • Conduct pre-award assessment and issue consultancy agreement to KKC 	January

	<ul style="list-style-type: none"> • Conduct pre-award assessment and issue Contract to Rob Cairns/IOTC) 	January
	<ul style="list-style-type: none"> • Conduct pre-award assessment and issue Contract to Vhutshilo Evaluation Service Provider (TBD) 	January
	<ul style="list-style-type: none"> • Develop performance indicators and tools to measure outcomes of the sustainability process 	March
	<ul style="list-style-type: none"> • Develop gender mainstreaming proposed strategies and work plan 	January
	<ul style="list-style-type: none"> • Revise and submit TLAC's proposal for final USAID approval 	January
	<ul style="list-style-type: none"> • Finalize engagement of SGJ 	February
COMPONENT 3: CAPACITY DEVELOPMENT ASSISTANCE TO SAG	<ul style="list-style-type: none"> • Complete recruitment of 2 Technical Advisors for the Department of Social Development 	January - March
	<ul style="list-style-type: none"> • Finalize the PMF for technical assistance provided to SAG 	January
	<ul style="list-style-type: none"> • Offer management and technical support to the Technical Advisor for the Isibindi Project 	January - March
COMPONENT 4: MONITORING, EVALUATION, REPORTING AND LEARNING	<ul style="list-style-type: none"> • Select Service Providers for the Vhutshilo evaluation and ECHS baseline assessments 	January
	<ul style="list-style-type: none"> • Procure services for the ECHS baseline assessment 	January
	<ul style="list-style-type: none"> • Complete the transitioning the OVC Database to FHI 360 	February
	<ul style="list-style-type: none"> • Project Reporting 	January
	<ul style="list-style-type: none"> • Develop Monitoring, Evaluation, Reporting and Learning (MERL) training curricula and monitoring tools and train sub-recipients 	March
	<ul style="list-style-type: none"> • Develop a framework for Monitoring and Evaluating the ECHS Intervention 	February

	<ul style="list-style-type: none"> Review and update the CDS MERL Framework 	March
	<ul style="list-style-type: none"> Review and update the CDS Implementation Plan 	March
COMPONENT 5: PROJECT MANAGEMENT	<ul style="list-style-type: none"> Finalize staff recruitment process initiated during the start-up phase 	January - March